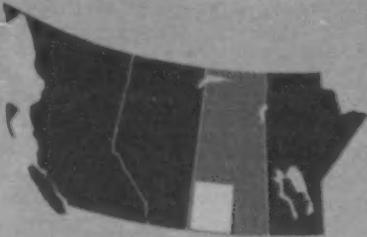


# BUSINESS PLAN

2012-13



*great plains*  
college

Education with ENERGY

## Table of Contents

Executive Summary .....	3
Three-Year Operational Plan.....	4
Environmental Scan .....	4
Goals, Objectives, Key Actions and Measures.....	5
Program Plans .....	12
Distributed Learning .....	19
Human Resources.....	20
Human Resources Process Review and HRIS system.....	20
Staff Organizations.....	21
Information Technology .....	21
Accomplishments.....	21
Opportunities and Challenges in 2012-13 .....	23
Equipment.....	23
Facilities and Capital .....	24
Financial Plan.....	26
Year-end estimates June 2012.....	26
Projected Business Plan Financial Statements and Key Assumptions.....	28
Surplus Utilization / Deficit Management Plan .....	28
Appendix .....	29
Statement of Financial Position.....	30
Statement of Operations.....	31
Statement of Net Assets.....	32
Statement of Cash Flows .....	33
Schedule of Projected Operating Fund Revenues by Function .....	34
Schedule of Projected Operating Fund Expenses by Function.....	35
Schedule of Projected Operating Fund Expenses .....	36
Schedule of Projected Restricted Net Asset Transactions .....	37
Schedule of Saskatchewan Learning Funding.....	38

## Executive Summary

To successfully meet the needs of students, employers and communities in the Great Plains College service area, the programs, services and priorities of Great Plains College respond to and reflect the trends in economic growth in Saskatchewan.

The workforce in Saskatchewan and the Great Plains College service area is aging at a rate which will see critical skill shortages in key areas of economic growth in the future. Coupled with the present and expected economic growth, the demand for skilled workers is going to continue to increase.

Agriculture employs the largest percentage of people in the area with Oil and Gas seeing the largest increase. Other sectors such as Retail and Food-Accommodation, Healthcare and trades such as Construction, Heavy Equipment, Electrician and Welding all employ a significant number of people within the region and continually struggle to find qualified workers.

This economic growth and demand for skilled labour translates into opportunities and challenges for Great Plains College. By offering relevant programs that cater to the industry sectors mentioned above, the skilled labour force will increase and the labour shortage has potential to subside. In working to address the training needs of the region's employers, many custom programs have been and will continue to be created. This has proved to be an effective way for employers to meet their training needs locally.

The college has provided programming beyond its funding allocation using internally restricted reserves to meet the demands. However, as costs continue to rise and exceed the amount of targeted funding available, the future delivery of some programs is in jeopardy. Coupled with the high cost of brokerage fees and the draw down on reserves the college has been placed in a challenging situation. Difficult decisions have been made for 2012-13 with respect to the cancelling of the Business program at Warman Campus and Office Administration programs in Maple Creek and Gravelbourg.

The college experienced increased costs from year-end estimates due to approved capital projects already in progress, reorganization and timing of expenditures. At budget time last year, it was estimated that there would be \$700,000 in reserves at the end of June 2012; however, balances were drawn down by an additional \$150,000 to fund organizational priorities.

One of the organizational priorities was to finalize a Strategic Plan for 2012-15 that provided the foundation for not only "optimistic visioning" but also for transparent reporting and accountability to outcomes at all levels of the organization.

From this, Great Plains College produced its mission *To focus our energy and innovation on building careers, partnerships and communities* and vision for *Economic prosperity and quality of life through education and training*. These mission and vision statements propel the college forward as its components integrate into its strategic directions and the goals, objectives, key actions and measurables for the 2012-13 business plan.

# Three-Year Operational Plan

## Environmental Scan

Great Plains College is an institution committed to being a leader in post-secondary and labour market development in Saskatchewan. Over the past number of years, the college has strived to become a responsive, innovative, and results-oriented institution committed to meeting the needs of learners, employers, and communities in Saskatchewan.

Many internal and external environmental factors were considered as actions were selected for inclusion in the college's operational plan.

### Internal environmental factors

In February 2012, the college completed its strategic plan for 2012-15. The strategic plan reflects what students, staff and the board believe is important to meet the needs of students, industry and the communities the college serves. This input has enabled the college to develop an operational plan that sets priorities in its programming and services.

Over the next three years, the college will strive to: optimize student success, provide program growth through partnerships and investments, deliver education for training and regional labour market development and value its employees. Appropriate actions and measurables have been integrated into the operational plan to move the college forward in its key strategic directions.

A decentralized campus region system, consisting of three campuses and subsidiary program and training centres, has been established to support the operations and strategic directions of the college and provide a broad array of programs in western Saskatchewan. This three-region campus model includes: Kindersley, Swift Current and Warman Campus Regions. Within these regions, program centres are located in Biggar, Gravelbourg, Outlook, Rosetown, Maple Creek, Nekaneet. Training centres are located in Macklin and Shaunavon.

### External environmental factors

The Regional Needs Assessment focused on the opportunity for Green Energy Training for Great Plains College. It was recommended that partnerships be investigated with industry associations and/or educational institutions to deliver existing green energy programs in Saskatchewan and that promotion of green energy programming be extended to include secondary and tertiary markets such as building operators, municipalities and other end users.

It also identified that there is overwhelming demand for skilled labour in Saskatchewan and recruitment from outside Saskatchewan is taking place in a number of industries to meet demand. There is an ongoing shortage in numerous sectors, including the Construction sector which includes numerous major mining and utility projects and residential and commercial construction. The demand in the construction sector is expected to peak in 2013.

There are also extensive shortages of trained technicians in the Heavy Equipment industry, which have led many companies to recruit outside Saskatchewan to fill these positions. Firms need several hundred mechanics and apprentices. Technicians in these industries generally earn \$75,000 annually or more with overtime. The Oil and Gas industry will continue to need labour as drilling and exploration activities will remain high. Also, the major utilities (SaskPower, SaskEnergy and SaskTel) are facing a surge in retirements and a need to build new infrastructure to satisfy the needs of a growing economy.

### Barriers to meeting regional needs

In comparison to other colleges, Great Plains serves the second largest geographical region in the province. With 10 locations throughout the area, resources are often spread thin—it is difficult to provide the training required in each area when staff resources and funding for infrastructure (including high speed internet access) and programs are limited.

The costs and demand to deliver specific programs and training continues to rise and exceed the funding available. As a result, most program growth for the college is focused on cost-recovery programming.

Skilled labour has been identified as having the highest need in the province and the college is only in a position to offer in-the-box solutions at a high cost to these companies in need. If the college had an opportunity to develop its own programming and work on out-of-the-box solutions, there may be an opportunity to cut costs and respond to industry needs more quickly.

Restrictions around workplace essential skills funding and other sources of funding do not always meet regional needs. Additional flexibility around funding envelopes in terms of purpose and distribution between programs and organizational needs would allow the college to be more strategic about whom it is serving. For example, the tuition for Heavy Equipment Operator program in 2012-13 will be approximately \$13,000. If the funding were more flexible and adaptable, potential students may have an opportunity to have tuitions such as these subsidized and more affordable—increasing enrolments and fulfilling industry's needs.

In addition, recruiting and retaining instructors in all areas of programming continues to be a challenge as a large percentage of staff and instructors nearing retirement is looming and the demand for qualified instructors is high.

### Goals, Objectives, Key Actions and Measures

Led by the board and senior management, the Great Plains College Strategic Plan was created through a process that started in November 2011 and completed in January 2012.

Ultimately, the development of the strategic plan was successful in defining four areas of focus for the college over the next three years. Broadly defined, the strategic directions within the strategic plan will address: a focus on the student, a focus on partnership and investment, a focus on training for regional labour market development and a focus on staff.

The goals, objectives, key actions and measures outlined below will be used to drive the college forward. From these, a college-wide action plan will be developed and broken down into department and individual work plans. Ultimately, these plans will be linked to other key planning processes within the college, such as operational, budget and capital planning.

## GOAL 1: Optimize Student Success

OBJECTIVES	PERFORMANCE MEASURES
<p>1. Improve student retention through increased understanding of student needs</p> <p>2. Enrich student life and learning experiences</p>	<p><b>Number of graduates and completers of Institute Credit (FLE's)</b>  <b>Target 2012-13: 95% of total enrolments</b>          *Baseline: 416 (92% of total average enrolments)</p> <p><b>Number of graduates and completers of Industry Credit (FLE's)</b>  <b>Target 2012-13: 100% of total enrolments</b>          *Baseline: 2917 (99% of total average enrolments)</p> <p><b>Number of graduates and completers of Basic Education-ABE Credit (FLE's)</b>  <b>Target 2012-13: 80% of total enrolments</b>          *Baseline: 171 (74% of total average enrolments)</p> <p><b>Student satisfaction rating</b>  <b>Target 2012-13: 90%</b>          Baseline (two-year average): 90%</p> <p><i>*Baselines are calculated on a three-year average</i></p>
Key Actions	Completion Dates
Conduct a review of current services for students	Second trimester
Assess the needs of students	Second trimester
Increase student activities at program centre and campus locations	2013-14

## **GOAL 2: Provide Program Growth Through Partnerships and Investments**

<b>OBJECTIVES</b>	<b>PERFORMANCE MEASURES**</b>
	<p><b>Employment rate from follow-up surveys (60-90 day) of full-time graduates in Institute Credit</b>  <b>Target 2012-13: 80%</b>  *Baseline: 76%</p>
1. Develop partnerships that connect to employability and program growth	<p><b>Employment rate from follow-up surveys (60-90 day) of full-time graduates in Basic Education—ABE Credit</b>  <b>Target 2012-13: 55%</b>  *Baseline: 49%</p>
	<p><b>Continued to further training rates from follow-up surveys (60-90 day) of full-time students in Institute Credit</b>  <b>Target 2012-13: 25%</b>  *Baseline: 24%</p>
	<p><b>Continued to further training rates from follow-up surveys (60-90 day) of full-time students in Basic Education—ABE Credit</b>  <b>Target 2012-13: 65%</b>  *Baseline: 52%</p>
	<p><b>Total employed or continued to further training after one year of graduation</b>  <b>Target 2012-13: 83%</b>  *Baseline: 81%</p>
	<p><b>Full-time program capacity at start of programs</b>  <b>Target 2012-13: Skills Training 85%, University 60% and Basic Education—ABE Credit 85%</b>  *Baseline: Skills Training 75%, University 57% and Basic Education 83%</p>

<p>2. Increase external investments to assist with funding of institutional operation and program capacity</p>	<p><b>Scholarships / Fundraising</b>  <b>Target 2012-13: \$250,000</b>  *Baseline: \$169,747</p> <p><b>Total number of partnership agreements</b>  <b>Target 2012-13: 30</b></p> <p><b>Other fundraising target including commitments and receipts</b>  <b>Target 2012-13: \$288,500</b></p> <p><b>Total number of community engagement events</b>  <b>Target 2012-13: 36</b></p> <p><i>*Baselines are calculated on three-year average</i></p> <p><i>**Employment rates and further training are not mutually exclusive. Therefore, total percentages may be more than 100 per cent.</i></p>
Key Actions	Completion Dates
Develop a community and employer engagement strategy to assess training needs	First trimester
Engage all levels of government in growth and expansion efforts	Ongoing
Establish and maintain relationships with educational institutions	Ongoing
Raise funds to align with institutional planning and program development	Third trimester
Develop and build an active alumni group	Third trimester

### **GOAL 3: Deliver Education and Training to Support Regional Labour Market Development**

<b>OBJECTIVES</b>	<b>PERFORMANCE MEASURES*</b>
<p>1. Deliver quality programs to meet regional needs and maximize program capacity</p> <p>2. Increase engagement with potential learners</p> <p>3. Amplify awareness of program offerings through marketing and communication</p>	<p><b>Employer visits</b>  <b>Target 2012-13: 300</b>  Baseline: 437 visits in 2009-10</p> <p><b>A baseline will be established on learner engagement.</b></p> <p><b>Industry Credit and Non-Credit training enrolments (FLE's)</b>  <b>Target 2012-13: 130 (5% increase)</b>  *Baseline (three-year average): 124</p> <p><b>Institute Credit enrolment (FLE's)</b>  <b>Target 2012-13: 292 (5% increase)</b>  *Baseline (three-year average): 278</p> <p><b>Basic Education-ABE Credit enrolment (FLE's)</b>  <b>Target 2012-13: 157 (status quo)</b>  *Baseline (three-year average): 157</p> <p><b>University enrolment (FLE's)</b>  <b>Target 2012-13: 40 (5% increase)</b>  *Baseline (three-year average): 38</p> <p><b>Regional Market Share of high school students</b>  <b>Target 2012-13: 4%</b>  *Baseline (three-year average): 3.17%</p> <p><b>Number of unique visitors to website</b>  <b>Target 2012-13: 37,000</b>  *Baseline: 34,876</p> <p><b>Visit duration on website</b>  <b>Target 2012-13: 2 minutes, 30 seconds</b>  *Baseline: 2 minutes, 10 seconds</p> <p><b>Bounce rate on website</b>  <b>Target 2012-13: 55%</b>  *Baseline: 64%</p> <p><b>A baseline will be established for social media interactions.</b></p> <p><i>* Baselines are calculated on a two-year average</i></p>

Key Actions	Completion Dates
Review quality assurance processes for programs	Third trimester
Establish and regularly review a three-year program plan	Second trimester
Expand programming using a cost-recovery model	2013-14
Build on existing programs and maximize opportunities in alternate energy programming	2013-14
Implementation of Customer Relationship Management program	2014-15
Invest in technology and create an internal culture of innovation to enhance program delivery	Ongoing
Support community and partner efforts to bring broadband technology to the college service area	Ongoing
Develop comprehensive marketing and communication strategies	First trimester

## GOAL 4: Value Employees

OBJECTIVES	PERFORMANCE MEASURES
<ul style="list-style-type: none"> <li>1. Promote a collaborative, supportive, and unified work environment</li> <li>2. Encourage professional growth</li> </ul>	<p><b>PD policy and procedures will be realigned and redefined.</b>  <b>Completion of performance management</b>  <b>Target 2012-13: 100%</b>  Includes work plans, training plans (in-service and PD) and performance reviews.</p> <p><b>Participation in college-led, in-service PD</b>  <b>Target 2012-13: 90%</b></p>
Key Actions	Completion Dates
Establish processes to facilitate discussion of college needs and priorities	First trimester
Continue to organize an annual staff gathering and long-service awards event	First trimester
Strengthen the professional development policy	First trimester
Enhance internal communication	Ongoing
Develop and implement employee work plans designed to operationalize the Great Plains College business plan and capture training and succession planning opportunities	Third trimester

## Program Plans

### Skills Training Institute Credit

Based on enrolment trends and funding allocations, the college has prepared a two-year plan for its Skills Training Institute Credit, Basic Education, University and Industry Credit and Non-Credit programs.

One of the more significant, positive enrolment trends for the college can be found throughout its health programs. The part-time Continuing Care Aid programs in Swift Current and Biggar are almost to capacity, while the Practical Nursing programs are full with waitlists. The Primary Care Paramedic program that ran in Rosetown was also successful. In 2013-14, Swift Current Campus will be offering eight seats in a Bachelor of Science in Nursing program in collaboration with University of Regina and SIAST.

Additionally, the Wind Turbine Maintenance Technician program will celebrate its first cohort of graduates this spring and is anticipating a full class for 2012-13. This year's students were awarded the opportunity to challenge the level 1 apprenticeship exams for electrical and industrial mechanic trades through Saskatchewan Apprenticeship and Trade Certification Commission (SATCC) and SIAST. All 13 students passed the electrical placement exams. Industrial mechanic exam results are not known at this time.

The College's Act and the protocol agreement between SATCC and SIAST are proving to be barriers for providing this certification for future students of the Wind Turbine Maintenance Technician program. Discussions are continuing as to whether the opportunity for apprenticeship credit will be allowed for future students. Options within the province and external to Saskatchewan are being considered.

Electrical apprenticeship training for Hutterite colonies in the region continued as Great Plains facilitated assessments for colony apprentices with SATCC. Apprentices who were successful on the assessment were deemed to have met the requirements for apprenticeship. For those who were not successful in the assessment, GED tutorial classes were set up in Rosetown and Swift Current. Twenty-one individuals participated in these classes and in Spring 2011 they wrote the GED examinations. To date, with both the assessments and the GED tutorials, Great Plains College has 16 apprentices who met the entrance requirements for the electrical trade. Thirteen are currently enrolled in the Level 1 Electrician Apprenticeship program.

The Heavy Equipment Operator programs that ran in Kindersley and Maple Creek were full and each individual successfully graduated from the program.

Despite these positive reports, overall distinct enrolments for Skills Training Institute Credit programs in 2011-12 are down approximately 22 per cent from the three-year average. This is a result of "one-time" decreased enrolments in traditionally strong demand programs. Also, in prior years internal reserves were used to fund programming and risk manage increased costs.

As a result, the college will no longer offer the Business Certificate program at the Warman Campus. One of the main reasons for the decline in enrolments at this particular campus is that SIAST has expanded the options and availability of this program to include an additional day-time class through its near-by institution. With the addition of this class, the demand for the program at the Warman Campus has dropped and the associated costs have risen for Great Plains College. Similarly, the part-time Office Administration programs at the Maple Creek and Gravelbourg Program Centres will be discontinued. The Office Administration program at Nekaneet has been included in the program plan, however, the delivery of the program is dependent on band funding.

Current part-time Office Administration students and related staff and instructors in Gravelbourg and Maple Creek were advised in Spring 2011 that the programs would not run in 2012-13. Students also received written confirmation of the cancellation of the program in Fall 2011.

Advisors have provided support and information to students on how they can complete their certificate using other media. An online option for completion of this program has been provided to all students.

As mentioned, the costs and demand to deliver specific programs continue to rise. As a result, most program growth for the college is focused on cost-recovery programming. Projected program offerings may be reduced if program funding is exceeded.

Business & Office Administration										
Program	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)		
	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost
Business Certificate <i>Swift Current</i>	7 FT, 5 PT	24	FT Existing	\$126,859	24	FT Existing	\$125,856	24	FT Existing	\$128,373
Business Certificate <i>Warman</i>	6 FT, 1 PT	24	FT Existing	\$101,604	-	-	-	-	-	-
Office Administration <i>Gravelbourg</i>	5	20	PT Existing	\$11,400	-	-	-	-	-	-
Office Administration <i>Kindersley</i>	15	15	FT Existing	\$118,462	15	FT Existing	\$136,129	15	FT Existing	\$138,852
Office Administration <i>Kindersley</i>	5	20	PT Existing	(Rolled into FT budget)	20	PT Existing	\$23,508	20	PT Existing	\$23,978
Office Administration <i>Maple Creek</i>	3	20	PT Existing	\$6,669	-	-	-	-	-	-
Office Administration <i>Nekaneet</i>	6	20	PT Existing	\$13,338	20	PT Existing	\$13,605	20	PT Existing	\$13,877
Office Administration <i>Swift Current</i>	15	20	FT Existing	\$127,433	20	FT Existing	\$128,419	20	FT Existing	\$130,987
Office Administration <i>Swift Current</i>	16	20	PT Existing	\$29,837	20	PT Existing	\$26,654	20	PT Existing	\$27,187
Office Administration <i>Warman</i>	17	20	PT Existing	\$35,606	20	PT Existing	\$34,396	20	PT Existing	\$35,084
<b>Total</b>	<b>89 FT 12 PT</b>	<b>203</b>	<b>-</b>	<b>\$571,208</b>	<b>139</b>	<b>-</b>	<b>\$488,567</b>	<b>139</b>	<b>-</b>	<b>\$498,338</b>

Health											
	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)			
Program	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	
Continuing Care Ad - Biggar	18	20	PT Existing	\$33,483	20	PT Existing	\$28,631	20	PT Existing	\$29,204	
Continuing Care Ad - Swift Current	14	12	PT Existing	\$21,528	16	PT Existing	\$21,400	16	PT Existing	\$21,828	
Practical Nursing (Cohort 1) Swift Current	12 FT	14	FT Existing	\$173,239	14	FT Existing	\$176,094	14	FT Existing	\$183,366	
Practical Nursing (Cohort 2) Swift Current	13 FT, 3 PT	14	FT Existing	\$175,131	14	FT Existing	\$179,771	14	FT Existing	\$179,616	
Practical Nursing Biggar	11	14	FT Existing	\$217,243	14	FT Existing	\$184,473	14	FT Existing	\$221,588	
Primary Care Paramedic Rosemont	12 FT, 1 PT	12	FT New	\$138,714	-	-	-	12	FT New	\$115,000	
Saskatchewan Collaborative Bachelor of Science in Nursing Swift Current	-	-	-	-	-	-	-	8	FT New	\$50,000	
<b>Total</b>	<b>80 FT 4 PT</b>	<b>72</b>	-	<b>\$759,338</b>	<b>78</b>	-	<b>\$590,369</b>	<b>98</b>	-	<b>\$800,602</b>	

Human Services											
	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)			
Program	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	
Early Childhood Education Kindersley	5	12	PT New	\$15,405	12	PT Existing	\$19,682	12	PT Existing	\$20,076	
Early Childhood Education Swift Current	11	12	PT New	\$20,951	12	PT Existing	\$23,968	12	PT Existing	\$24,447	
Early Childhood Education Warman	17	12	PT New	\$12,098	12	PT Existing	\$21,767	12	PT Existing	\$22,202	
Educational Assistant Warman	9 FT, 2 PT	18	FT Existing	\$86,155	18	FT Existing	\$84,705	18	FT Existing	\$86,399	
Youth Care Worker Warman	17	22	FT Existing	\$106,607	22	FT Existing	\$108,789	22	FT Existing	\$110,965	
<b>Total</b>	<b>59 FT 2 PT</b>	<b>76</b>	-	<b>\$241,216</b>	<b>76</b>	-	<b>\$258,911</b>	<b>76</b>	-	<b>\$264,089</b>	

Trades and Technical										
	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)		
Program	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost
Carpentry Outlook	8	10	FT Existing	\$144,365	10	FT Existing	\$149,546	10	Existing	\$152,537
Electrician - Biggar	9	10	FT Existing	\$115,439	10	FT Existing	\$128,924	10	FT Existing	\$131,502
Electrician Swift Current	8	14	FT Existing	\$98,359	14	Existing	\$108,749	14	Existing	\$110,924
Electrician (Level 1 Apprenticeship) Swift Current	13	14	FT New	\$25,360	-	-	-	-	-	-
Heavy Equipment Operator Kindersley	6	6	FT New	\$80,234	-	-	-	-	-	-
Heavy Equipment Operator Maple Creek	8	8	FT New	\$101,637	-	-	-	-	-	-
Heavy Equipment Operator - Warman	-	-	-	-	8	FT New	\$104,740	8	FT New	\$106,835
Power Engineering Class 3 Swift Current	8	15	FT Existing	\$114,875	15	FT Existing	\$104,846	15	FT Existing	\$106,943
Power Engineering Class 4 Kindersley	11	24	FT Existing	\$117,691	24	FT Existing	\$141,937	24	FT Existing	\$144,776
Power Engineering Class 4 Swift Current	12	12	FT Existing	\$191,763	12	FT Existing	\$193,304	12	FT Existing	\$197,170
Rig Technician (Level 1 Motorhand Apprenticeship) Warman	18	20	FT Existing	\$28,111	20	FT Existing	\$27,375	20	FT Existing	\$27,923
Rig Technician (Level 2 Derrickhand Apprenticeship) Warman	-	-	-	-	20	FT New	\$27,375	20	FT Existing	\$27,923
Rig Technician (Level 3 Driller Apprenticeship) Warman	-	-	-	-	-	-	-	20	FT New	\$27,923
Welding Rosetown	4	12	FT Existing	\$174,474	12	FT Existing	\$202,053	12	FT Existing	\$206,094
Welding Swift Current	11	12	FT Existing	\$175,608	12	FT Existing	\$161,495	12	FT Existing	\$164,725
Wind Turbine Maintenance Technician Swift Current	13	16	FT New	\$305,367	16	FT Existing	\$270,006	16	FT Existing	\$275,406
<b>Total</b>	<b>124</b>	<b>171</b>	-	<b>\$1,673,283</b>	<b>173</b>	-	<b>\$1,620,350</b>	<b>193</b>	-	<b>\$1,680,681</b>

	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)		
	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost
<b>Total Institute Credit Training</b>	352 FT 18 P.T.	522	-	\$3,245,045	466	-	\$2,958,197	506	-	\$3,243,710

### Skills Training Program Management

Many of the Institute Credit programs will require skills training funding. Each of these programs are offered in an effort to meet the labour market demand in the Great Plains College service region. Below is the Skill Training Program Management form (STA-03) that illustrates projected funding sources for 2012-13.

Program Name	Location	Start Date	End Date	# of Course Days (# hours / 6)	Course Capacity	Projected Funding Sources	Revenues	Total Course Cost
Business Certificate	Swift Current	4-Sep-12	30-Apr-12	130	24	91,205	34,650	125,855
Carpentry	Outlook	1-Oct-12	17-May-13	150	10	117,704	31,842	149,546
Educational Assistant	Warman	28-Aug-12	20-Apr-13	156	18	33,448	51,257	84,705
Electrical	Biggar	16-Oct-12	22-Mar-13	100	10	103,784	25,140	128,924
Electrician	Swift Current	11-Feb-13	28-Jun-13	100	14	72,909	35,840	108,749
Office Administration	Kindersley	10-Sep-12	31-May-13	160	20	63,649	72,480	136,129
Office Administration	Swift Current	4-Sep-12	31-May-12	160	20	38,984	89,435	128,419
Part-time	Various	4-Sep-12	30-Jun-13	200	132	29,685	170,321	200,006
Power Engineering Class 3	Swift Current	7-Aug-12	11-Jan-13	90	15	75,338	29,508	104,846
Power Engineering Class 4	Kindersley	10-Sep-12	5-Apr-13	96	24	74,692	67,245	141,937
Power Engineering Class 4	Swift Current	3-Sep-12	24-May-13	170	12	137,516	55,788	193,304
Practical Nursing (Year 2, Semester 4)	Biggar	4-Sep-12	30-Nov-13	70	14	57,353	18,788	76,141
Practical Nursing (Year 1, Semester 1)	Biggar	14-Feb-13	24-Jun-13	71	14	74,825	33,508	108,333
Practical Nursing Year 1	Swift Current	1-Oct-12	28-Jun-13	142	14	116,834	62,937	179,771
Practical Nursing Year 2	Swift Current	3-Oct-12	12-Apr-13	155	14	116,605	59,489	179,094
Pre-Employment Welding	Swift Current	4-Sep-12	10-May-13	173	12	114,815	46,680	161,495
Pre-Employment Welding	Rosetown	9-Oct-12	20-Sep-12	173	12	168,869	33,184	202,053
Wind Turbine Technician	Swift Current	4-Sep-12	21-Jun-13	200	16	138,806	131,200	270,006

### Basic Education

On the Basic Education front, Gravelbourg Program Centre has experienced a significant drop in enrolment. For the last two years, Great Plains College funded a full-time Basic Education pilot project and a program coordinator position to try to increase activity at the program centre, meet a perceived need and assess long-term demand. The result of this pilot project is that there has not been sufficient demand for programs or services offered to maintain either of these initiatives in their current format. As a result, limited programming will run at the centre in 2012-13. Programs will be coordinated from Swift Current Campus and include part-time Basic Education, English as an Additional Language training and independent studies in the evening.

The college conducted a Basic Education Review in 2011-12. Recommendations that are outlined in the report will be considered as program revisions are evaluated to address the current deficit that exists in this area of programming.

Adult Basic Education											
	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)			
Program	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	
Biggar	17 FT, 7 PT	15	Existing	\$114,319	15	Existing	\$138,405	15	Existing	\$141,173	
Kindersley	14 FT, 2 PT	15	Existing	\$91,683	15	Existing	\$87,509	15	Existing	\$89,259	
Maple Creek	13 FT, 4 PT	15	Existing	\$115,677	15	Existing	\$102,719	15	Existing	\$104,773	
Gravelbourg	2 FT, 2 PT	15	Existing	\$110,709	15 PT	New	\$5,837	15 PT	Existing	\$5,954	
Nekaneet	4 FT, 4 PT	15	Existing	\$131,353	15	Existing	\$118,000	15	Existing	\$120,360	
Swift Current	55 FT, 14 PT	45	Existing	\$421,112	45	Existing	\$395,584	45	Existing	\$403,496	
Warman	9 FT, 8 PT	15	Existing	\$103,662	15	Existing	\$124,828	15	Existing	\$127,325	
Whitecap	11 FT, 8 PT	15	Existing	\$197,012	15	Existing	\$130,661	15	Existing	\$133,274	
<b>Total</b>	<b>118 FT 44 PT</b>	<b>150</b>	-	<b>\$1,285,527</b>	<b>135</b>	-	<b>\$1,103,543</b>	<b>135</b>	-	<b>\$1,125,614</b>	

#### University

Enrolments in university programs continue to remain strong. Brokerage costs for face-to-face classes historically subsidized by the college are now fully recovered through tuition fees. The ability to offer a wide range of first year options through a combination of face-to-face lectures, televised programming and on line classes has provided local-regional students the option to pursue their university goals from home. This is a significant cost saving for students and provides opportunities that may not have previously been available.

University of Regina and Saskatchewan televised classes are offered at the campuses and program centres. In the upcoming year, University courses will only be offered at the campuses. This is a result of operational efficiencies that were required to offset the reduction in TEL funding announced in 2010-11 provincial budget.

Generally, more courses are being developed online versus televised. This varies from institution to institution. University of Regina tends to offer a high number of both televised and online, whereas University of Saskatchewan offers televised classes to a lesser extent.

A Master of Business Administration in Community Economic Development can be earned on a part-time basis from Cape Breton University at the Warman Campus. And a certificate in Safety, Health and Environmental Processes (CSHEP) or a diploma in Safety, Health and Environmental Management (SHEM) can be earned online on a part- or full-time basis from University of Fredericton.

University											
	2011-12 (Current)				2012-13 (Planned)			2013-14 (Projected)			
	Enrolment	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	Capacity	Type	Gross Cost	
Face-to-face instruction	286 (not distinct)	360	Existing	\$144,366	360	Existing	\$144,766	360	Existing	\$147,661	
Televised Classes	113 (distinct)	240	Existing	\$112,816	240	Existing	\$114,393	240	Existing	\$116,681	
MBA	13	24	Existing	\$7,944	24	Existing	\$11,386	24	Existing	\$11,614	
CSHEP / SHEM	12	Unlimited (online)	Existing	\$11,205	Unlimited (online)	Existing	\$11,429	Unlimited (online)	Existing	\$11,658	
<b>Total</b>	<b>424</b>	<b>624</b>	-	<b>\$276,331</b>	<b>624</b>	-	<b>\$281,974</b>	<b>624</b>	-	<b>\$287,614</b>	

#### Industry Credit & Non-Credit

Industry Credit & Non-Credit training at Great Plains College provides primarily short-term safety and skills certification courses to industry—mainly oil and gas, construction, mining and alternative energy.

As these courses are run on a cost-recovery basis and are not contingent on funding, there is large potential for growth and expansion in these areas.

Industry Credit		2011-12 (Current)		2012-13 (Planned)	2013-14 (Projected)
Program Region		Enrolment	Gross Cost	Gross Cost	Gross Cost
Kindersley Campus Region	1306	\$344,678	\$324,305	\$330,791	
Swift Current Campus Region	920	\$245,858	\$261,260	\$266,485	
Warman Campus Region	172	\$66,970	\$70,170	\$71,573	
<b>Total</b>	<b>2,398</b>	<b>\$657,506</b>	<b>\$655,735</b>	<b>\$668,849</b>	

Industry Non-Credit		2011-12 (Current)		2012-13 (Planned)	2013-14 (Projected)
Program Region		Enrolment	Gross Cost	Gross Cost	Gross Cost
Kindersley Campus Region	13	\$4,770	\$4,770	\$4,865	
Swift Current Campus Region	86	\$3,215	\$4,835	\$4,932	
Warman Campus Region	14	\$6,780	\$6,780	\$6,916	
<b>Total</b>	<b>113</b>	<b>\$14,765</b>	<b>\$16,385</b>	<b>\$16,713</b>	

Total Gross Training Costs*	
2011-12 (Current)	\$5,479,174
2012-13 (Planned)	\$5,015,834
2013-14 (Projected)	\$5,342,500
*Includes indirect expenses	

## Distributed Learning

SIAST televised business courses are being webcast for students to access over the internet and are often blended with print-based home study materials and videos. As a result, live broadcasts only need to connect to the instructors on a monthly or bimonthly basis in a semester. Currently, there are 52 distinct enrolments in these courses. SIAST televised classes are offered at seven locations and will continue to be offered in the upcoming year.

Televised University of Regina and Saskatchewan classes are offered at the campuses and program centres but will only be offered at campus locations in 2012-13. The one-time funding received in May 2010 to assist with the transition associated with the reduction in TEL funding was allocated over a three-year period to provide the college an opportunity to review student demand. Based on the information collected, the college is anticipating a further reduction in supported sites for SIAST programming in future years.

The college has been very engaged in TEL services over a number of years. It has created access to televised classes for learners in seven locations. This will be a challenge to continue to provide given the loss of TEL funding and the fact that the delivering institution retains 100 per cent of the tuition. Learners will potentially be looking at driving to other sites that are at least an hour to an hour-and-a-half away for services such as exam invigilations if the college is unable to maintain full service access as requested by the institutions involved in televised learning.

An extensive network of video cameras is present throughout the college's region. Meetings with other post-secondary institutions, the health sector and K-12 have been possible as a result of access to this technology.

The college has worked creatively to take a "programmed approach" to working with students. This is done by developing academic plans that include a variety of courses from a number of different institutions or delivery modes to get a full certificate, diploma or degree while living close to home.

College pamphlets and post-secondary guides promote support services offered to students by the college. However, the college is careful with its messages to the public. The college is concerned about its ability to provide services in all campuses and locations going forward and may have to prioritize its capacity to offer services. Campuses such as Swift Current are targeted for supports because of the growing university community. This is also an example of where regional colleges find the need to prioritize the supports they can offer in a large and diverse region.

## Human Resources

During 2011-12, staffing for Administration and Instruction positions were relatively consistent with the hiring plan as laid out for the 2011-12 fiscal year, with the following exceptions:

- Three out-of-scope employees were separated from employment with the college;
- Two out-of-scope portfolios have been combined into one.

Some transitional term positions established in the 2010-11 and 2011-12 years will end in the 2011-12 fiscal year and some term positions will continue into the 2012-13 year as a means to conclude outstanding projects.

Other organizational changes will be made in the 2012-13 year to assist in streamlining current workflow due to focused program reductions and/or to accommodate leaves of absence.

### FTE's for 2011-12 Staff

- Administrative staff: Projected year end - 57.62 FTE's (82 individuals)
- Industry Credit contractors: Projected – 1.75 FTE's (7 individuals)
- Industry Credit instructors (out-of-scope): Projected year end – 4.74 FTE's (64 individuals)
- In-scope instructors: 30.99 FTE's (49 individuals)

### FTE's for 2012-13 Staff

- Administrative staff: Projected - 57.34 FTE's (81 individuals)
- Industry Credit instructors (out-of-scope): Projected year end – 4.85 FTE's (64 individuals)
- Industry Credit contractors: Projected – 1.95 FTE's (7 individuals)
- In-scope instructors: 27.86 FTE's (47 individuals)

## Human Resources Process Review and HRIS system

The review of Human Resource (HR) processes continued in the 2011-12 year with respect to hiring, work planning, performance evaluation, and the establishment of a new time tracking template for field employees and a comprehensive process to monitor and manage banked time and vacation leave accrual.

Human Resources will continue the review of processes in the 2012-13 year including the administration of Professional Development access for employees, performance planning, evaluation and training plans and alignment of employee work plans with the college's business and strategic plans.

The Human Resources Information System (HRIS) was purchased with the overall intent that it would help the HR department to streamline processes and reporting from HR and Payroll. The long-term goal is to use the system to share information via an employee login to a web portal.

In 2012-13, the HRIS will be used for:

- performance management tracking (performance reviews, plans, training plans)

- position history tracking
- training and skills inventory for staff
- job competition management; including candidate management
- employment equity
- reporting from payroll including:
  - years of service, vacation and banked hours
  - increments
  - vacation accrual rates
- generating reports for:
  - probationary status
  - seniority
  - employees covered by each agreement and-or management
- grievance management
- turnover tracking and reporting
- property tracking (keys, laptops, etc.)
- progressive discipline tracking
- employee orientation and exiting documentation

## Staff Organizations

College staff working in the Kindersley and Warman Campus Regions are unionized (SGEU) and staff in the Swift Current campus region are non-unionized but negotiate through a staff negotiation committee. Both agreements expire August 2012.

Currently, all employees share a common job classification plan, compensation system and fairly similar non-monetary benefits. The college continues to communicate and build positive relationships with the local union, staff negotiation committee and employee groups.

## Information Technology

Great Plains College experienced significant changes to improve the IT infrastructure and upgrades to administration software (Great Plains College Management Information System and SharePoint 2010) and communication applications (Outlook and Communicator 2007). The allocation of financial resources for software, staffing, training and hardware has positioned the college well as it moves forward.

### Accomplishments

#### IT Infrastructure

##### Great Plains College Servers

In addition to the main server, there were other servers that had to be installed, set up and tested. Below is a list of servers that were needed. The college used four physical servers, each server running Microsoft Server 2008 R2. Each physical server hosts up to four virtual servers each running Microsoft Server 2008 R2.

##### Physical Server # 1

- GPC-EX	Exchange Server
- GPC-DC1	Primary Domain Controller Server
- GPC-Comm	Communicator 2007 Server

- GPC-PTRSRV	Printer Server / SQL 2008 Server
<b>Physical Server # 2</b>	
- GPC-SP	SharePoint 2010 Standard
- GPC-DC2	Secondary Domain Controller Server
- GPC-Filers	File Server
- GPC-WSUS	Windows Update Server
<b>Physical Server # 3</b>	
- GPC-MIS	New Accounting / HR Server
- GPC-Terminal	Terminal Server to be used with the MIS Server
<b>Physical Server #4</b>	
- Edge-Ex1	Exchange Edge Server to filter access to Exchange
- GPC-BB-BES	BlackBerry Server

The PWC VPN/Domain Controllers/Thin Client network was removed. All staff and students are now part of the Great Plains College Domain hosted in Swift Current.

Shared Printers are controlled by the print server for all of Great Plains College. Some issues have been encountered by locations where students are not able to see their account balance. The IT Department is currently working on this with CNET.

Certification was achieved for both IT Technicians in Window Server.

### **Routers & Wireless Access**

Working with CNET, the college had to replace all of the Cisco Routers at each of the campus locations. The main problem was due to the fact that CNET was taking over for ITO and didn't have all the passwords for each router. Therefore, they had to create a lot of the routes from scratch. This was a process of "trial and error" to get all the routers up and running and will continue to be an ongoing process for the next few months.

The Swift Current bandwidth was upgraded to a 10MB x 10MB CNET Connection. The wireless network was upgraded in Swift Current, and the existing DLink system was moved to Kindersley.

### **Administration Software**

#### **Implementation of Management Information System**

In January 2012 the college has moved its accounting systems to a new, user-friendly, Management Information System. The new package is called Microsoft Dynamics Great Plains. This system will help to streamline many processes throughout the college, including automated interfacing with the student system, automated purchase orders, more efficient budgeting methods, payroll improvements, improved reporting capabilities and improvement and automation of various other processes. Over the next few months accounting staff will be working with the various units and individuals to roll out the system so these efficiencies and improvements can be utilized throughout the college.

### **SharePoint 2010**

The college started using SharePoint 2010 and overall implementation and use has been positive. Problems have been encountered with the Calendar Scheduling as some of the functionality that was available in First Class in not

available. The IT Department is currently working on a Calendaring System add-on and are optimistic it will better address program needs.

Over the past year, the SharePoint Server has been down twice—once for a corruption error which took a day and half to get back up and running again. The other was for a Server 2008 firewall error which took about  $\frac{3}{4}$  of a day to get back online. The use of SharePoint for Industry Credit training scheduling and registrations is frustrated by this as it is the primary point of entry for students, courses, equipment and instructors.

Certification was achieved for both IT Technicians in SharePoint.

#### Communication Implementations

##### **Move from First Class to Exchange/Outlook for email**

Migration of email from First Class to Exchange/Outlook was completed. The process was seamless for technology implementation and staff uptake. Due to previous experience with Outlook, most staff took to the conversion quite easily.

#### Communicator 2007

MS Communicator replaced First Class Chat and it provided more options or uses: video chat, desktop sharing and a direct link with Outlook and SharePoint so individuals can initiate a chat wherever they are.

### Opportunities and Challenges in 2012-13

With the changes that improved the IT infrastructure, administration software and communication applications, Great Plains College will be faced with many opportunities and challenges in 2012-13.

These include:

- The installation of a new SharePoint Server
  - From training, the IT Technicians found that the college needed to run SharePoint 2010 Ent. instead of SharePoint 2010 Std. The technicians are in the process of installing this server and once completed and tested will start to migrate and organize the data from the old SharePoint server.
- An upgrade of CNET network bandwidth
  - Swift Current will be upgrading from 10MB to a 50MB pipe.
- Improvement of students' roaming profiles and access speed.
- An upgrade from Communicator 2007 to Lync 2010
- Working with CNET on getting the Printing Balance Client Side program to work outside of Swift Current.
- Updating, documenting and sharing manuals, processes and procedures with staff.
- Updating the emergency server recovery plan.
- Improving tape backup and file retention.
  - Currently, the college has a MS DPM Server that stores seven days of all its servers. The IT Department is currently researching options for mass storage and off-site storage for file safety recovery and retention.

#### Equipment

Computer requirements for 2012-13 will be funded first from the sustaining capital allocation; all other equipment, furniture and machinery needs will be purchased based on funding available.

## Facilities and Capital

### Facilities

#### **Biggar Program Centre**

A joint-use facility located in Biggar Central School 2000, Biggar Program Centre provides space for administration, full-time technical programs, career and student services and various part-time programs.

#### **Gravelbourg Program Centre**

The college is currently renewing the lease on an annual basis. Program and service demand in the Gravelbourg area has decreased significantly. For the last two years, Great Plains College funded a full-time Basic Education project and a program coordinator position to try to increase activity at the program centre. There has not been sufficient demand for programs or services offered to maintain either of these initiatives in their current format. In 2012-13 the college space will be leased for part-time programming and regional staff support will be provided as required from the Swift Current Campus.

Over the next 12 months the college will be reviewing program, space requirements and service demand to determine how best to meet the area's needs.

#### **Kindersley Campus**

The facility assessment project for Kindersley campus was shelved in 2011-12 when budget pricing of \$125,000 far exceeded funds available. This project needs to be undertaken due to the age of the facility and equipment and to provide necessary information to safeguard the value of the Kindersley Campus. The report will also detail standards that prioritize current and future work which will help with short- and long-term planning. In addition, with the space vacated by Saskatchewan Enterprise, renovations will be a priority in the upcoming year to provide much-needed space for programs, student services and administration support. A formal request for funding will be included in the capital plan.

#### **Macklin Training Centre**

Macklin Training Centre is being used for Industry Credit and Non-Credit programming, English as an Additional Language classes and facility rentals by the community. The lease for the Macklin Training Centre expires June 30, 2013, at which time the need to maintain the facility will be evaluated.

#### **Maple Creek Program Centre**

The Maple Creek Program Centre is operational between September and June and primarily houses Basic Education and related programs. The cost of maintaining rural locations continues to rise disproportionately to the space serviced. Program demand for Basic Education remains constant, however, with the decline in other programs and services the ownership of the facility is questionable.

#### **Outlook Carpentry Shop**

Carpentry shop space will continue to be leased from the Bank of Nova Scotia.

#### **Outlook Program Centre**

The 2010 Business Plan signaled that the Outlook Program Centre was to be closed. However, program funding for on-reserve training at Whitecap enabled the re-allocation of staff resources from Outlook to provide services. If similar funding in 2012-13 is received for the on-reserve programs support services operations will continue. Without the additional funding, the decision to remain open will be reviewed.

The current lease expires June 2012.

### **Rosetown Program Centre**

Centrally located in the college region, the Rosetown Program Centre is used not only to support services and programs in the Rosetown area, but also to house the college archives and act as a meeting place for regional meetings.

The current lease is in effect until June 30, 2013.

### **Rosetown Welding Shop**

The current facility and portable classroom meets student and program needs. All college facilities were inspected by the insurer this year and while the college has not yet received the formal report it is understood that fire code issues will have to be addressed at the shop. Once the college knows the scope of the issues, it will determine if small capital funding is required.

### **Shaunavon Training Centre**

The Shaunavon Training Centre operates on a month-to-month lease with Sask Tel and provides training space for Skills and Safety Training. Staffing for program coordination and counseling for the Shaunavon area is provided from the Swift Current Campus.

### **Swift Current Campus**

The college is still in the process of dealing with warranty and deficiencies from the capital project. Overall, the college is very pleased with the final product, however, it has been extremely frustrating and time consuming to engage the contractors and construction manager to finish the work. Warranty inspection on phase two is planned for the middle of May with Quorex Construction and Stantec Architecture. The college is hoping that all work will be completed prior to the start of the new program year.

The project overall came in over budget by more than \$150,000. This is higher than anticipated, but additional work to the existing campus to bring it up to current building code was required by the local authorities. In addition, the project work was expanded to include renovations to areas that were not previously included in the scope of the project to be able to remove the stigma of "old and new" space. Also, to be able to provide equipment and delivery access to all areas of the college, a service ramp had to be installed on the west side of the building.

### **Great Plains College North Swift Current Campus**

Located to the north of the main campus, Great Plains College north is being used as office space for the Human Resource unit and payroll clerk. During 2011-12 it was also used for classroom space as required. Overall, the facility is in fair condition, however, the tar and gravel roof is in need of replacement. The space is required and the repairs will need to be done. The college is currently seeking options and prices from contractors. A formal request will be included in the capital plan.

### **Warman Campus**

Newly renovated in 2007, the campus is presently functional but based on current and projected programming the college may need to acquire additional space. A campus needs assessment is required and the college may need assistance from Facilities Branch on this initiative.

Campus administration, numerous full-time and part-time technical, university, Basic Education, apprenticeship programs and career and student services operate out of a small space. Future growth will require rental of other community space and a long-term development of a new campus in Warman.

In addition, the college facility lease with Prairie School Division expires December 1, 2016, and it is the understanding of the college that the school is looking for additional space. The joint-use facility lease agreement provides for the college to renew the agreement in its entirety for up to three ten-year terms.

## Five-Year Capital Project Chart

The projected five-year capital project expenditures are listed below. These financial projections and accomplishments rely heavily on provincial support.

Item	Funding*	2012-13	2013-14	2014-15	2015-16	2016-17
<b>Swift Current Campus</b>						
<b>Kindersley Campus</b>	AEEI	150,000				
<b>Warman Campus</b>	AEEI		100,000			
<b>Equipment:</b>						
Wind Turbine	GPC	30,000				
<b>Furniture:</b>			30,000	30,000	30,000	50,000
Warman Campus	GPC	3,000				
Rosetown Program Ctr	GPC	5,000				
Swift Current Campus	GPC	4,000				
Kindersley Campus	AEEI	25,000				
<b>IT:</b>			50,000	50,000	50,000	100,000
Laptop Computers	GPC	16,000				
LCD Projectors	GPC					
Smart Board	GPC					
Terminal and computer replacement	GPC	10,000				
<b>TOTAL</b>		<b>243,000</b>	<b>205,000</b>	<b>130,000</b>	<b>80,000</b>	<b>150,000</b>

\*Note: Equipment and furniture requirements are historically funded by the college. Expenditures for 2012-13 have been reduced to match internal capacity. AEEI = Advanced Education, Employment and Immigration, GPC = Great Plains College.

## Financial Plan

Year-end estimates June 2012

The overall change in the year-end estimates is due to increased costs for approved capital projects already in progress, reorganization and timing of expenditures. At budget time last year, it was estimated that there would be \$700,000 in reserves at the end of June 2012, however, balances were drawn down by an additional \$150,000 to fund organizational priorities.

Through the use of reserves the college was able to:

- complete the Swift Current Campus addition and renovations to most of the existing campus. A cohesive look follows students from the addition to the existing facility and has updated a 1940s secondary school to a modern post-secondary institution
- finalize the brokering arrangement for Wind Turbine Maintenance Technician Program with Northern Lights College
- purchase new equipment for industry and institute programs to assist in training—smart boards, LCD projectors, turbines, scissor lift, etc.
- implement a fully-integrated accounting and human resource management information system
- finalize a 2012-15 Strategic Plan that provides the foundation for not only “optimistic visioning” but also for transparent reporting and accountability to outcomes at all levels of the organization
- fully staff the Development Unit—scholarship, capital and equipment targets and fundraising objectives established
- complete the transition to a new communications-file sharing platform with the move to Outlook, Windows 7 and SharePoint
- experience continued success in scholarship delivery
- review industry training opportunities in growth areas
- conduct an external review of the Basic Education program and support services which will provide direction for program offerings in future years
- negotiate an agreement with Sun West School Division regarding registration and payment for students 22 and under
- internally review SCN and TEL offerings in anticipation of significant reduction (elimination) in service offered

Many of the risks that were previously identified that could impede the success of Great Plains College have been addressed. While sometimes not visual, the upgrades to the technological infrastructure will provide improvements and safeguards that will benefit programs, administration, employees and most importantly students. In addition, moving forward with the three (3) campus region model will allow for a targeted focus of resources in communities where demand is highest.

**Risk - low to moderate:** While the draw down on reserves was greater than anticipated, the college is well positioned to be able to strategically prioritize opportunities and minimize risks. Strategic planning based on the three campus region model provides for targeted allocation of resources to meet the greatest needs.

## Projected Business Plan Financial Statements and Key Assumptions

In preparing the 2012-13 budget estimates, the following assumptions have been incorporated:

- All increases to provincial funding revenue have been included from the provincial budget announcement. In addition, all other revenue sources, known and potential have been calculated and included based on mid to high expectations;
- The 2012-13 budget estimates for non-salary operating expenses are based on submitted program plans and business plans for support and administrative services. Calculations of budget estimates for non-salary operating expenses were based on projected plans, historical expenditures and inflationary expectations. All expenditure estimates have been reasonably calculated;
- Basic Education programming costs continue to exceed funding. Programming has been scaled back and more reductions will be required in 2013-14;
- Negotiated salary increase effective Sept 1, 2013, is estimated at two per cent;
- One-time funding received in 2010 to assist with the transition associated with the reduction in Technology Enhanced Learning funding has been fully used.

The budget continues to build on initiatives for organizational growth while also including key projects that were identified as part of the Strategic Plan. Much of the work for 2012-13 will build on the three-campus region model and the redirection of resources to strengthen operations strategically while maximizing student and business opportunities.

**Risk - moderate:** While the unrestricted reserve is at the recommended provincial amount, historically, Great Plains College has been able to leverage funds from internal reserves to expand on program and service offerings. Project management and additional expenditure requests will need to be monitored closely.

### Surplus Utilization / Deficit Management Plan

#### Surplus Utilization

As indicated in previous years, Great Plains College has drawn down reserves to fund planned operations.

**Risk - moderate to high:** Current and anticipated future expenditures are projected to continue to rise and current reserve balances may prove inadequate. In the short term the college does have an established line of credit of \$400,000 to manage emergent needs and cash flow.

#### Deficit Management

As part of the planned use of college reserves, Great Plains College has targeted resources to expand the Development unit. Successful fundraising campaigns in 2012-13 for equipment and scholarships are needed to be able to meet budget estimates. Going forward, the success of a new strategic direction hinges not only on the college's ability to not only identify opportunities but also to secure funding.

**Risk - high:** Increased expectations, deliverables and costs.

## Appendix

- Projected Statement of Financial Position
- Projected Statement of Operations
- Projected Statement of Net Assets
- Projected Statement of Cash flows
- Schedule of Projected Operating Fund Revenues by Function
- Schedule of Projected Operating Fund Expenses by Function
- Schedule of Projected Operating Fund Expenses
- Schedule of Projected Restricted Net Asset Transactions
- Schedule of Saskatchewan Learning Funding

## Statement of Financial Position

Great Plains College PROJECTED Statement of Financial Position as at June 30, 2013						
	Actual 30-Jun-11	Projected 30-Jun-12	Budget 30-Jun-13			Budget 30-Jun-13
	Total	Total	Operating	Capital	Scholarship	Total
<b>Assets</b>						
<b>Current Assets</b>						
Cash	\$ 1,992,560	\$ 790,608	\$ 924,690		\$ 51,385	<b>976,075</b>
Investments	817,894		-			
Accounts receivable	566,823	398,621	160,000	-	-	<b>160,000</b>
Inventories	52,504	60,000	75,000	-	-	<b>75,000</b>
Prepaid expenses	162,292	65,000	80,000	-	-	<b>80,000</b>
	<u>3,592,073</u>	<u>1,314,229</u>	<u>1,239,690</u>	<u>-</u>	<u>51,385</u>	<u><b>1,291,075</b></u>
<b>Non-current Assets</b>						
Capital Assets	16,702,891	16,525,889	-	15,307,194	-	<b>15,307,194</b>
Prepaid lease payment	63,000	49,500	36,000	-	-	<b>36,000</b>
	<u>16,765,891</u>	<u>16,575,389</u>	<u>36,000</u>	<u>15,307,194</u>	<u>-</u>	<u><b>15,343,194</b></u>
	<u><b>\$ 20,357,964</b></u>	<u><b>\$ 17,889,618</b></u>	<u><b>\$ 1,275,690</b></u>	<u><b>\$ 15,307,194</b></u>	<u><b>\$ 51,385</b></u>	<u><b>\$ 16,634,269</b></u>
<b>Liabilities</b>						
<b>Current Liabilities</b>						
Accrued salaries and benefits	\$ 320,958	\$ 375,000	\$ 375,000	\$ -	\$ -	<b>375,000</b>
Accounts payable & accrued liabilities	938,762	300,000	325,000	-	-	<b>325,000</b>
Accrued Interest payable	-	-	-	-	-	-
Unearned revenue	785,020	100,000	-	-	-	-
Current portion of long-term debt	-	-	-	-	-	-
	<u>2,044,740</u>	<u>775,000</u>	<u>700,000</u>	<u>-</u>	<u>-</u>	<u><b>700,000</b></u>
<b>Non-current liabilities</b>						
Long-term debt	-	-	-	-	-	-
<b>Net Assets</b>						
Invested in capital assets	16,702,891	16,525,889		15,307,194	-	<b>15,307,194</b>
Externally Restricted - Building	642,856	-	-	-	-	-
Externally Restricted - Scholarships	123,235	36,385	-	-	51,385	<b>51,385</b>
Internally Restricted	437,510	213,000	199,500	-	-	<b>199,500</b>
Unrestricted	406,732	339,344	376,190	-	-	<b>376,190</b>
	<u>18,313,224</u>	<u>17,114,618</u>	<u>575,690</u>	<u>15,307,194</u>	<u>51,385</u>	<u><b>15,934,269</b></u>
	<u><b>\$ 20,357,964</b></u>	<u><b>\$ 17,889,618</b></u>	<u><b>\$ 1,275,690</b></u>	<u><b>\$ 15,307,194</b></u>	<u><b>\$ 51,385</b></u>	<u><b>\$ 16,634,269</b></u>

## Statement of Operations

Great Plains College PROJECTED Statement of Operations for the year ended June 30, 2013										
	Actual 2011	Revised YE Estimate	Budget 2013	Actual 2011	Revised YE Estimate	Budget 2013	Actual 2011	Revised YE Estimate	Budget 2013	Actual 2011
	Operating Fund			Capital Fund			Scholarship Fund			Revised YE Estimate Total
<b>Revenues (Schedule 1)</b>										
Provincial government	\$ 7,501,665	\$ 8,217,238	\$ 7,933,377	\$ 124,129	\$ -	\$ 16,000	\$ 82,774	\$ 106,250	\$ 106,250	\$ 7,708,568
Federal government	95,135	123,113	123,113							95,135
Other revenue	2,587,578	2,747,679	2,460,254	97,050	39,000	40,000	89,210	109,200	143,750	2,773,838
<b>Total revenues</b>	<b>10,184,378</b>	<b>11,088,030</b>	<b>10,516,744</b>	<b>221,179</b>	<b>39,000</b>	<b>56,000</b>	<b>171,984</b>	<b>215,450</b>	<b>250,000</b>	<b>10,577,541</b>
<b>Expenses (Schedule 2)</b>										
Agency Contracts	1,386,779	1,372,809	1,271,690	-	-	-	-	-	-	1,386,779
Amortization				619,797	1,330,230	1,281,695	-	-	-	619,797
Equipment	232,412	308,700	202,200							232,412
Facilities	561,924	594,742	560,607	-	-	-	-	-	-	561,924
Information Technology	70,947	78,927	91,800	-	-	-	-	-	-	70,947
Operating (Schedule 3)	1,578,809	1,554,050	1,479,553	-	-	-	-	-	-	1,578,809
Personal services	6,367,373	6,985,828	6,967,048	-	-	-	-	-	-	6,367,373
Scholarships							188,450	302,300	235,000	188,450
<b>Total expenses</b>	<b>10,198,244</b>	<b>10,895,056</b>	<b>10,472,898</b>	<b>619,797</b>	<b>1,330,230</b>	<b>1,281,695</b>	<b>188,450</b>	<b>302,300</b>	<b>235,000</b>	<b>11,006,491</b>
<b>Excess (Deficiency) of revenues over expenses</b>	<b>\$ (13,866)</b>	<b>\$ 192,974</b>	<b>\$ 43,846</b>	<b>\$ (398,618)</b>	<b>\$ (1,291,230)</b>	<b>\$ (1,225,695)</b>	<b>\$ (16,466)</b>	<b>\$ (86,850)</b>	<b>\$ 15,000</b>	<b>\$ (428,951)</b>
										<b>\$ (1,185,106)</b>

## Statement of Net Assets

Great PlainsCollege PROJECTED Statement of Changes in Net Assets for the year ended June 30, 2013									
	2013					Operating		2013 Budget	2012 Projected
	Invested in capital assets	Capital Externally Restricted	Internally Restricted	Scholarship Fund Externally Restricted	Internally Restricted	Restricted Internally	Unrestricted	Total	Total
<b>Net assets, beginning of year</b>	\$ 16,525,889	\$ -	\$ -	\$ -	\$ 36,385	\$ 213,000	\$ 339,344	<b>\$ 17,114,518</b>	\$ 18,313,224
Excess (Deficiency) of revenue over expenses	(1,225,695)				15,000	(13,500)	43,846	<b>(1,180,349)</b>	(1,281,397)
Interfund transfers:								(7,000)	-
Invested in capital assets		7,000							
Annual lease expense									
Internally imposed restrictions									
<b>Net assets, end of year</b>	<b>\$ 15,307,194</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 51,385</b>	<b>\$ 199,500</b>	<b>\$ 376,190</b>	<b>\$ 15,934,269</b>	<b>\$ 17,031,827</b>

## Statement of Cash Flows

<b>PROJECTED Statement of Cash Flows</b> for the year ended June 30, 2013			
	<b>Actual 2011</b>	<b>Revised 2012</b>	<b>Projected 2013</b>
<b>Cash flows from operating activities</b>			
Excess of revenues over expenses	(428,951)	\$(1,185,106)	<b>\$(1,166,849)</b>
Amortization of capital assets	619,797	1,330,230	<b>1,281,695</b>
Non-cash lease expense	13,500	13,500	<b>13,500</b>
	<u>204,346</u>	<u>158,624</u>	<u>128,346</u>
<b>Changes in non-cash working capital</b>			
Decrease (Increase) in accounts receivable	393,134	168,202	<b>238,621</b>
Decrease (Increase) in inventories	19,235	(7,496)	<b>(15,000)</b>
Decrease (Increase) in prepaid expenses	(88,781)	97,292	<b>(15,000)</b>
Increase (Decrease) in accrued salaries and benefits	(58,549)	54,042	<b>-</b>
Increase (Decrease) in accounts payable and accrued liabilities	(1,045,724)	(638,762)	<b>25,000</b>
Increase (Decrease) in accrued interest payable	-	-	<b>-</b>
Increase (Decrease) in unearned revenue	179,405	(685,020)	<b>(100,000)</b>
Increase (Decrease) in current portion of long-term debt	-	-	<b>-</b>
Cash provided from (used in) operating activities	<u>(396,933)</u>	<u>(853,118)</u>	<u><b>261,967</b></u>
<b>Cash flows from investing activities</b>			
Initial lease payment	-	-	<b>-</b>
Less: Current portion of prepaid lease	-	(13,500)	<b>(13,500)</b>
Purchase of capital assets	<u>(8,917,958)</u>	<u>(1,153,228)</u>	<u><b>(63,000)</b></u>
Cash used in investing activities	<u>(8,917,958)</u>	<u>(1,166,728)</u>	<u><b>(76,500)</b></u>
<b>Cash flows from financing activities</b>			
Proceeds from long-term borrowings	-	-	<b>-</b>
Repayment of long-term debt	-	-	<b>-</b>
Cash used in financing activities	<u>-</u>	<u>-</u>	<u><b>-</b></u>
Net decrease in cash and temporary investments	9,314,891	(2,019,846)	<b>185,467</b>
Cash and temporary investments, beginning of year	<u>12,125,345</u>	<u>2,810,454</u>	<u><b>790,608</b></u>
Cash and temporary investments, end of year	<u><b>\$2,810,454</b></u>	<u><b>\$ 790,608</b></u>	<u><b>\$ 976,075</b></u>

## Schedule of Projected Operating Fund Revenues by Function

Great Plains College PROJECTED Schedule of Operating Fund Revenues by Function for the year ended June 30, 2013													
	Projected 2013								2013	2012	2012		
	General		Skills Training		Basic Education		University		Services		Projected	Budget	Estimated
			Credit	Non-credit	Credit	Non-credit	Credit		Learner Support	Counsel	Total	Total	Total
<b>Provincial Government</b>													
Advanced Education, Employment&Labour													
Administrative support	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating grant	4,827,000										4,827,000	4,732,500	4,732,500
Program payments	-	1,656,431	-		546,434	528,709	-	150,000	-		2,881,574	2,580,661	3,280,167
Contracts	-	-	-	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Other Provincial	4,827,000	1,656,431	-		546,434	528,709	-	150,000	-		7,708,574	7,313,161	8,012,667
	6,500	82,125	-		100,000	36,178	-	-	-		224,803	166,261	204,571
	4,833,500	1,738,556	-		646,434	564,887	-	150,000	-		7,933,377	7,479,422	8,217,238
<b>Federal Government</b>													
Admin support	-	-	-	-	-	-	-	-	-	-	-	-	-
Projects	-	-	-	-	-	-	-	-	-	-	-	-	-
Contracts	-	-	-	-	-	123,113	-	-	-		123,113	-	123,113
	-	-	-	-	-	123,113	-	-	-		123,113	-	123,113
<b>Other Revenue</b>													
Admin support													
Contracts	16,500	61,260	5,390		164,500	-	-	-	-		247,640	297,700	519,123
Interest	12,000	-	-	-	-	-	-	-	-		12,000	10,000	25,000
Rents	36,856	-	-	-	-	-	-	-	-		36,856	42,015	43,000
Resale items	3,000	-	-	-	-	-	-	-	-		3,000	9,000	9,000
Tuitions	-	1,770,194	21,810	-	-	168,886	-	-	-		1,960,890	2,135,313	1,922,885
Other	106,600	52,628	500	-	500	168,886	39,640	-	-		199,888	252,125	228,671
	174,956	1,884,072	27,700	164,500	500	168,886	39,640	-	-		2,460,254	2,746,153	2,747,679
Total revenue	5,008,456	3,622,628	27,700	810,934	688,500	168,886	189,640	-	-		10,516,744	10,225,575	11,088,030
Total operating expenses (Schedule 2)	6,087,959	2,599,714	15,315	618,704	566,080	139,265	153,540	292,321	-		10,472,898	10,710,134	10,895,056
Excess (deficiency) of revenues over expenses	\$(1,079,503)	\$ 1,022,914	\$ 12,385	\$ 192,230	\$ 122,420	\$ 29,621	\$ 36,100	\$(292,321)	-		\$ 43,846	\$ (484,558)	\$ 192,974

## Schedule of Projected Operating Fund Expenses by Function

Great Plains College PROJECTED Schedule of Operating Fund Expenses by Function for the year ended June 30, 2013																		
	Projected 2013												2013 Projected	2012 Budget	2012 Estimated			
	General		Skills Training		Basic Education		University		Services		Total							
	Credit	Non-credit	Credit	Non-credit	Credit	Non-credit	Credit	Learner Support	Counsel	Total	Total	Total						
Agency Contracts	\$ 15,000	\$ 1,084,254	\$ 7,200	\$ 6,600	\$ 33,040	\$ 117,746	\$ 7,850	\$ -	\$ -	\$ 1,271,690	\$ 1,520,824	\$ 1,372,809						
Equipment	180,800	21,400	-	-	-	-	-	-	-	202,200	193,235	308,700						
Facilities	541,427	7,400	-	-	10,830	950	-	-	-	560,607	563,555	594,742						
Information Technology	89,400	100	-	-	-	-	-	1,200	1,100	91,800	139,500	78,927						
Operating (Schedule 3)	1,199,051	145,566	400	24,650	77,936	15,800	550	15,600	1,479,553	1,720,850	1,554,050							
Personal services	4,062,281	1,340,994	7,715	587,454	444,274	4,769	143,940	275,621	6,867,048	6,572,170	6,985,828							
	<u>\$ 6,087,959</u>	<u>\$ 2,599,714</u>	<u>\$ 15,315</u>	<u>\$ 618,704</u>	<u>\$ 566,080</u>	<u>\$ 139,265</u>	<u>\$ 153,540</u>	<u>\$ 292,321</u>	<u>\$ 10,472,898</u>	<u>\$ 10,710,134</u>	<u>\$ 10,895,056</u>							
				<u>\$ 2,615,029</u>		<u>\$ 1,184,784</u>				<u>\$ 445,861</u>								

## Schedule of Projected Operating Fund Expenses

<b>Great Plains College</b> <b>PROJECTED Schedule of Operating Fund Expenses</b> <b>for the year ended June 30, 2013</b>			
	<b>2013 Projected</b>	<b>2012 Budget</b>	<b>2012 Estimated</b>
	<b>Total</b>	<b>Total</b>	<b>Total</b>
Advertising	<b>\$ 236,100</b>	\$ 247,900	\$ 214,220
Association Fees & Dues	<b>95,450</b>	104,900	65,674
Bad Debts	<b>5,000</b>	7,500	5,000
Financial Services	<b>32,600</b>	22,800	32,600
In-Service	<b>136,751</b>	206,715	188,760
Insurance	<b>97,660</b>	85,000	92,749
Materials & Supplies	<b>343,151</b>	372,814	340,151
Postage, Freight, Courier	<b>56,075</b>	68,785	46,799
Printing & Copying	<b>41,775</b>	40,732	36,926
Professional Services	<b>148,500</b>	223,500	162,597
Subscriptions	<b>8,071</b>	7,185	6,921
Telephone/Fax	<b>95,320</b>	124,660	117,957
Travel	<b>179,100</b>	207,359	243,696
Other	<b>4,000</b>	1,000	-
	<b>\$1,479,553</b>	<b>\$1,720,850</b>	<b>\$1,554,050</b>

## Schedule of Projected Restricted Net Asset Transactions

**Great Plains College**  
**Projected Capital Schedule**  
**For the year ended June 30, 2013**

	<b>2012 Net Book Value</b>	<b>2013 Purchases</b>	<b>2013 Disposals</b>	<b>2013 Amortization</b>	<b>2013 Accumulated Depreciation</b>	<b>2013 Net Book Value</b>
Land	\$ 168,550	\$ -	\$ -	\$ -	\$ -	\$ 168,550
Land Improvements	\$ -	\$ -	\$ -	\$ -	\$ 29,756	\$ -
Buildings	\$ 15,252,274	\$ -	\$ -	\$ 904,451	\$ 2,694,760	\$ 14,347,821
Leasehold Improvement	\$ 171,117	\$ -	\$ -	\$ 42,779	\$ 668,113	\$ 128,337
Vehicles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Machinery and Equipment	\$ 149,952	\$ -	\$ -	\$ 51,695	\$ 295,998	\$ 98,257
Computer Hardware	\$ 74,890	\$ 26,000	\$ -	\$ 61,888	\$ 852,345	\$ 39,001
Equipment	\$ 78,527	\$ -	\$ -	\$ 24,380	\$ 215,396	\$ 54,147
Office Furniture	\$ 189,404	\$ 37,000	\$ -	\$ 38,561	\$ 290,074	\$ 187,843
System Development	\$ 245,820	\$ -	\$ -	\$ 61,455	\$ 90,335	\$ 184,365
Paving Lot	\$ 195,356	\$ -	\$ -	\$ 96,484	\$ 188,194	\$ 98,872
<b>TOTAL</b>	<b>\$ 16,525,889</b>	<b>\$ 63,000</b>	<b>\$ -</b>	<b>\$ 1,281,695</b>	<b>\$ 5,324,971</b>	<b>\$ 15,307,194</b>

## Schedule of Saskatchewan Learning Funding

<p style="text-align: center;"><b>Great Plains Colleges</b>  <b>Projected Schedule of Advanced Education, Employment and Labour</b>  <b>for the year ended June 2013</b></p>					
	Projected 2012-13	Estimated 2011-12	Change	Notes	
<b>Advanced Education, Employment &amp; Labour</b>					
Administrative support	\$ -	\$ -	\$ -		
Operating grant	4,827,000	4,732,500	(94,500)	2% increase in provincial funding.	
Program payments	2,881,574	3,280,167	398,593	STA funding for 2011-12 includes carry over from 2010-11 of \$283,638 and 2012-13 funding includes an increase of \$45,921. Other variances in program funding include \$19,932 Oil & Gas Readiness Program not budgeted in new year, \$55,000 Skills Partnership and Planning funding not received in new year, \$37,203 deferred TEL/SCN funding used in current year, On-Reserve funding for 2012-13 assumes an overall difference of \$51,339, and other small variances.	
Contracts			-		
Other			-		
	<u>\$ 7,708,574</u>	<u>\$ 8,012,667</u>	<u>\$ 304,093</u>		

**KINDERSLEY CAMPUS**  
Box 488, 514 Main Street  
Kindersley, SK S0L 1S0  
Phone: (306) 463.6431  
Fax: (306) 463.1161

**ROSETOWN PROGRAM CENTRE**  
Phone: (306) 882.4236

**SWIFT CURRENT CAMPUS**  
Box 5000, 129 2nd Avenue N.E.  
Swift Current, SK S9H 4G3  
Phone: (306) 773.1531  
Fax: (306) 773.2384

**GRAVELBOURG PROGRAM CENTRE**  
Phone: (306) 648.3244

**MAPLE CREEK PROGRAM CENTRE**  
Phone: (306) 662.3829

**NEKANEET PROGRAM CENTRE**  
Phone: (306) 662.3829

**WARMAN CAMPUS**  
Box 1001, 201 Central Street  
Warman, SK S0K 4S0  
Phone: (306) 242.5377  
Fax: (306) 242.8662

**BIGGAR PROGRAM CENTRE**  
Phone: (306) 948.3363

**OUTLOOK PROGRAM CENTRE**  
Phone: (306) 867.8857

Toll-free: 1.866.296.2472

[greatplainscollege.ca](http://greatplainscollege.ca)